



FY2012 Performance and Accountability Report

**Montgomery County
Department of General Services**





Montgomery County Department of General Services

FY2012 Performance and Accountability Report



DGS Alignment to County Priority Objectives

Montgomery County Priority Objectives

- A Responsive and Accountable Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

DGS Headline Performance Dashboard

Headline Performance Measure	FY11 Results	FY12 Results	Performance
Average Customer Satisfaction Score - Average score given to all Department of General Services operations in a survey of managers across Montgomery County government	2.78	2.85	
Environmental Stewardship – Carbon footprint from Facilities and Fleet Operations (in million metric tons carbon dioxide equivalent)	0.139	0.151	
Facilities Maintenance – (POWER) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	169	229	
Facilities Maintenance – (ELEVATOR) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	363	1,333	
Facilities Maintenance – (Heating/Cooling) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	114	68	
Facilities Maintenance – (Water Sewage) Number of hours offline for critical building systems such as heating, ventilation, and air conditioning	84	7	
Facilities – Customer rating of the aesthetics and comfort of County-maintained buildings	3.52	3.34	
Fleet Maintenance and Operations – Mean distance between failure: Transit equipment (in miles)	N/A	5,728	
Fleet Maintenance and Operations – Mean distance between failure: Heavy equipment (in miles)	7,444	9,097	
Fleet Maintenance and Operations – Mean distance between failure: Public safety light equipment (in miles)	13,696	15,407	
Fleet Maintenance and Operations – Mean distance between failure: Administrative light equipment (in miles)	10,260	11,702	

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Montgomery County Department of General Services FY2012 Performance and Accountability Report



DGS Headline Performance Dashboard (cont.)

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Headline Performance Measure	FY11 Results	FY12 Results	Performance
Fleet Maintenance and Operations – Turnaround time, average amount of time equipment is unavailable for operations during each shop visit: Transit equipment (in days)	2.4	2.8	
Fleet Maintenance and Operations – Turnaround time, average amount of time equipment is unavailable for operations during each shop visit: Heavy equipment (in days)	8.9	8.7	
Fleet Maintenance and Operations – Turnaround time, average amount of time equipment is unavailable for operations during each shop visit: Public safety light equipment (in days)	1.4	1.6	
Fleet Maintenance and Operations – Turnaround time, average amount of time equipment is unavailable for operations during each shop visit: Administrative light equipment (in days)	1.3	1.7	
Building Design and Construction – Percent of projects meeting initial design timeline	38%	57%	
Building Design and Construction – Percent of projects meeting initial construction timeline	67%	80%	
Building Design and Construction – Percent of projects meeting initial design costs	90%	86%	
Building Design and Construction – Percent of projects meeting initial construction costs	78%	87%	
Business Relations and Compliance – MFD percentage of contract dollars	19%	19%	
Business Relations and Compliance – small, local business percentage of contract dollars	20%	24%	
Procurement – Percent of procurements meeting agreed-upon timeline (IFB)	73%	67%	
Procurement – Percent of procurements meeting agreed-upon timeline (RFP)	72%	75%	
Procurement – Percent of procurements meeting agreed-upon timeline (Construction)	90%	97%	
Real Estate – Average amount Montgomery County pays in rent (in dollars per square foot)	\$22.18	\$19.52	



Montgomery County Department of General Services

FY2012 Performance and Accountability Report



DGS At A Glance

What Department Does and for Whom

The Department of General Services serves the diverse business and service requirements of all County departments, providing a single point of government-to-government service, enabling departments to complete their missions, adding value to services, and contributing directly towards several County priority objectives.

The Office of Procurement preserves the public trust and ensures the integrity of the public procurement process through the efficient, effective, and economical procurement of goods and services, and construction in accordance with nationally recognized best practices.

The Office of Business Relations and Compliance (OBRC) plans and implements programmatic strategies to expand business opportunities for Minority, Female and Disabled Persons (MFD) business owners, and local small businesses (LSBRP), and complies with the Living and Prevailing Wage program rates.

The Automation Program provides staffing, material, and support of the Department's business operations. This includes the purchase, maintenance, and service of IT equipment; support for major end user systems on a County-wide basis; IT management of website design; and coordination with the County DTS.

How Much / How Many

Total Operating Budget: \$29,538,300
Total Work Years (WYs): 178.1

Budget: \$ 2,232,280
Work Years (WYs): 26.3

Budget: \$ 402,670
Work Years (WYs): 3.2

Budget: \$ 511,270
Work Years (WYs): 5.0



Montgomery County Department of General Services

FY2012 Performance and Accountability Report



DGS At A Glance (cont.)

What Department Does and for Whom

The Division of Facilities Management provides for the comprehensive planning and delivery of maintenance services, the oversight of building-related operations at County facilities used by County staff and residents, as well as the management of several Capital Improvements Program (CIP) projects.

The Environmental Stewardship Program focuses on maintaining County leadership roles in the maintenance, construction, and operation of County facilities, and to develop and oversee facility environmental and utilities management programs in new and renovated buildings as well as Stormwater Management facilities.

The Central Duplicating, Imaging, Archiving & Mail Services Program provides document management through: high-speed photocopying and color copying services; desktop and electronic publishing; bindery; digital imaging; the electronic and physical archiving of County records; as well as U.S. Postal Service and inter-office mail delivery to/from County agencies.

The Real Estate Program provides for: the leasing of real property; the purchase of property for County use; the sale, or lease of surplus property; the utilization of space in County-owned and leased facilities; as well as technical support to site evaluation committees for Capital Improvements Program (CIP) projects

How Much / How Many

Budget: \$ 15,885,600
Work Years (WYs): 92.0

Budget: \$ 8,960
Work Years (WYs): 0.3

Budget: \$ 8,184,150
Work Years (WYs): 29.8

Budget: \$ 910,570
Work Years (WYs): 7

- *Lease NDA of \$23,373,010 included 86 Expense Leases and 83 Revenue Leases that generated \$5,156,372*
- *Managed 275 Leases and Licenses with No Money attached*
- *Renegotiated 3 Leases saving \$1.3MM in FY12; Renegotiations on behalf of DLC netted \$79,300 savings*



Montgomery County Department of General Services

FY2012 Performance and Accountability Report



DGS At A Glance (cont.)

What Department Does and for Whom	FY 2012 Facts and Figures
<p><u>The Building Design and Construction Program</u> provides for the management of the Department's facility Capital Improvements Program (CIP) projects by following best practices in project design including: planning and constructing buildings for County use as well as County owned public venues.</p>	<p><i>Budget: \$</i> <i>Work Years (WYs):</i></p>
<p><u>Administration</u> in the Department is provided in three key areas: The Director's Office handles logistics and facilities support; the County Executive's Strategic Growth Initiative is under the Office of Planning and Development; and the Division of Real Estate and Management Services supports preparation of the budget.</p>	<p><i>Budget: \$ 1,402,800</i> <i>Work Years (WYs): 14.4</i></p>
<p><u>The Division of Fleet Management Services</u> plans for, acquires, maintains, and disposes of the County's fleet of motor vehicles, buses, heavy equipment, and other vehicular equipment in support of the transportation and service delivery needs of all County departments. DFMS maintains 5 shop locations and 11 fuel sites.</p>	<p>Budget: \$ 61,113,450 Work Years (WYs): 205.6</p> <ul style="list-style-type: none">• The fleet consisted of 2,217 motor vehicles, 460 pieces of heavy equipment and 410 transit ride-on buses.• Increased PM compliance in heavy and automotive to 98%.• Reduced unscheduled maintenance by 25%.

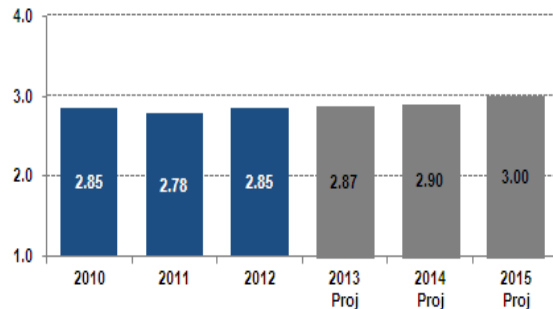


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 1: Customer Satisfaction – Average Score Given to all DGS Operations in a Survey of Managers across Montgomery County Government

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	2.85	2.78	2.85			
Projection				2.87	2.90	3.00

Factors Contributing to Current Performance

- Emphasize culture that promotes customer service “Delivering Great Service”
- Conduct building services customer satisfaction survey quarterly

Factors Restricting Performance Improvement

- Shortages of staff
- Shortages of resources

Performance Improvement Plan

- Create and distribute an on-line survey instrument to get feed-back on Facility maintenance operations (currently conduct a manual survey)
- Listen to our customers on ways to improve our processes and make them more customer-friendly
- Lead by example with management
- Screen all level of new employees for customer service orientation
- Incorporate technological improvements to make processes quicker and more predictable from customers’ perspective (finding an efficient way to say “yes we can”)

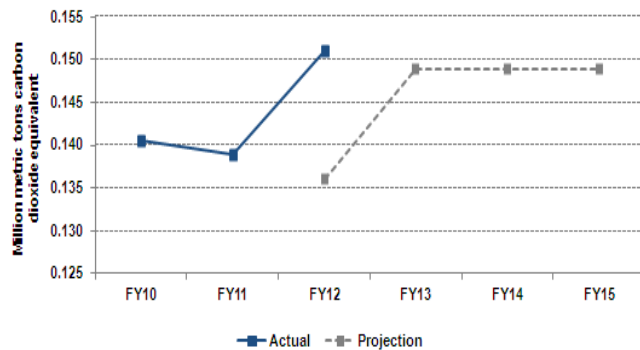


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Headline Measure 2: Environmental Stewardship – Carbon Footprint from Facilities and Fleet Operations (in metric tons carbon dioxide equivalent)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	0.1406	0.139	0.151			
Projection			0.136	0.149	0.149	0.149

Factors Contributing to Current Performance

- Follow Leadership in Energy and Environmental Design (LEED) standards

Factors Restricting Performance Improvement

- Economic pressures and budget limits
- Technical training for staff

Performance Improvement Plan

- Achieve a 30% level of clean energy purchases; exceeding the County's Energy Policy level of 20% established under Resolution 16-757
- Implement energy savings performance contracting using the HHS headquarters building as a pilot project
- Recruit and fill Environmental Stewardship Program Coordinator position to implement strategies to maximize savings, reduce energy use, and oversee the energy and facility environmental programs
- Enter into an energy demand response program to monitor and reduce energy use during peak load events
- In concert with DEP, completed the ARRA funded energy savings project at Strathmore Hall

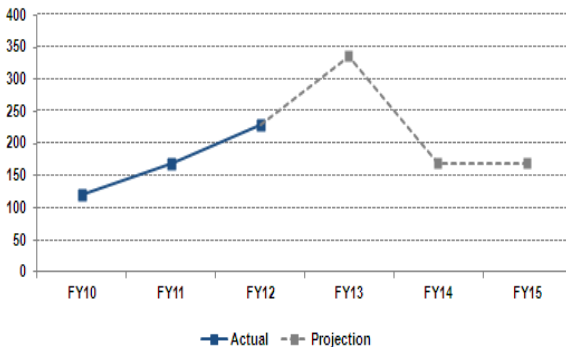


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 3: Facilities Maintenance: Hours Offline for Critical Building Systems (Power)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	120	169	229			
Projection				336	170	170

Factors Contributing to Current Performance

- Monitoring equipment through EMS
- 24 hour call center reporting

Factors Restricting Performance Improvement

- Staff shortages
- Emergency hurricane/storm events
- No control over public utilities
- Not all facilities retro-fitted to EMS monitoring

Performance Improvement Plan

- Increase recruitment of skilled staff to provide direct preventative maintenance and emergency services
- Implement and optimize use of Property Management module in Oracle to support a preventative maintenance program
- Assess restructuring the Division to determine services to be assigned to in-house versus outsourcing based on licensure, certifications, skills, equipment, and resources required to service our critical equipment
- Propose upgrades on critical equipment requiring redundancy on incoming feeders, chillers, and control monitoring

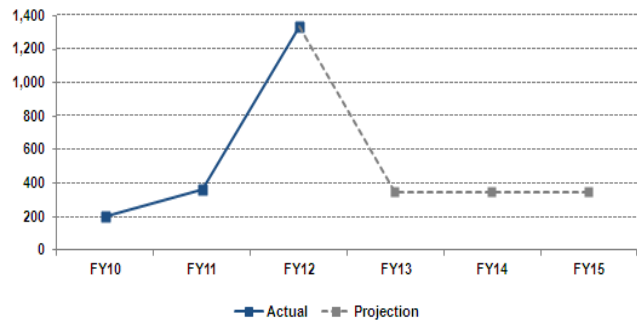


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 4: Facilities Maintenance: Hours Offline for Critical Building Systems (Elevator)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	201	363	1,333			
Projection				350	350	350

Factors Contributing to Current Performance

- Aging vertical transportation equipment
- Annual regulatory testing and inspection on vertical transportation equipment

Factors Restricting Performance Improvement

- Insufficient CIP funding for increasing multiple modernization projects per fiscal year

Performance Improvement Plan

Elevator modernization completed carry over to FY13:

- Martin Luther King Memorial Swim Center

Planned for FY13:

- 8818 Georgia Avenue HHS Health Services
- PSHQ elevators

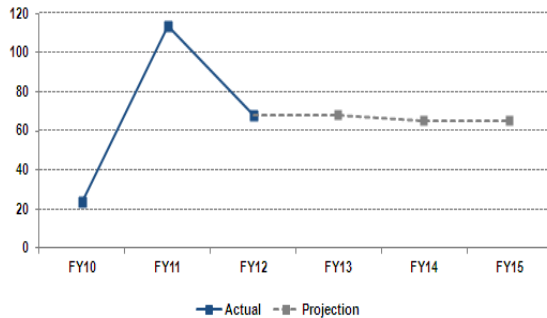


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 5: Facilities Maintenance: Hours Offline for Critical Building Systems (Heating/Cooling)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	24	114	68			
Projection				68	65	65

Factors Contributing to Current Performance

- Customer satisfaction with building temperatures year round
- Industry standards in maintaining moderate temperatures 78 degrees cooling season and 72 degrees heating season year round

Factors Restricting Performance Improvement

- Shortage of in-house HVAC staff and resources reduces preventive maintenance scheduled being completed on time
- Aging equipment requiring CIP replacement.

Performance Improvement Plan

DFM has developed priority list of HVAC maintenance:

1. mission critical sites, i.e., Data Center, PSHQ, ECC, Clarksburg Corrections, etc., receive 1st priority services on all preventive maintenance requirements
2. non mission critical sites, i.e., libraries, HHS, recreation, etc., receive 2nd priority in being serviced for preventive maintenance
3. emergencies are handled within 4 hours per notification 24/7
4. Adjust building temperatures according to weather conditions impacting building interior environment
5. Recruitment on all vacant HVAC positions.

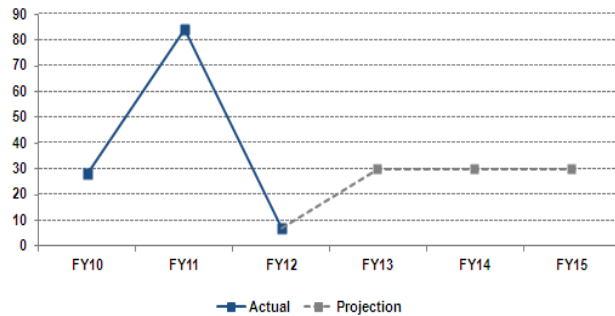


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 6: Facilities Maintenance: Hours Offline for Critical Building Systems (Water Sewage)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	28	84	7			
Projection				30	30	30

Factors Contributing to Current Performance

- Federal, State and local water conservation requirements
- WSSC regulatory requirements for Connections and FROG grease abatement

Factors Restricting Performance Improvement

- Shortage of in-house staff and resources

Performance Improvement Plan

Complete all notices of inspections on all building fresh water connections for recertification

Complete all notices on FROG grease abatement for recertification

Recruitment on vacant plumber positions

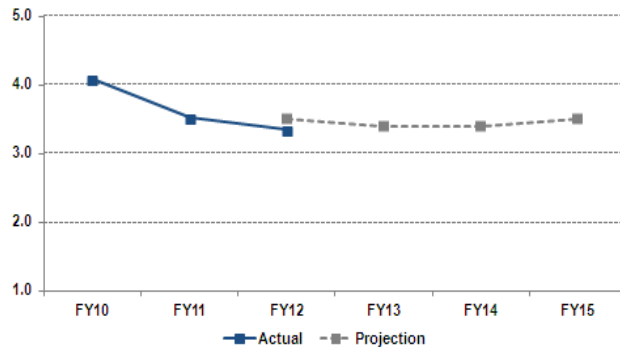


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 7: Facilities Maintenance: Customer Rating of the Aesthetics and Comfort of County-Maintained Buildings

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	4.08	3.52	3.34			
Projection			3.5	3.4	3.4	3.5

Factors Contributing to Current Performance

- Conduct building service aesthetics surveys for feedback
- Customer complaints
- DFM inspections on buildings

Factors Restricting Performance Improvement

- Increase funding on custodial hours to insure project work, i.e., window washing, floor restoration, high dusting, etc are being completed

Performance Improvement Plan

FY13 averages for the past three quarters 3.4 out of 5.0. Increases rating .48 noticed at HHS, libraries and recreation sites based on the increased hours implemented July 2012.

Recruitment of (3) building inspectors used to inspect facilities to insure service levels and coordinator building services on behalf of DFM.



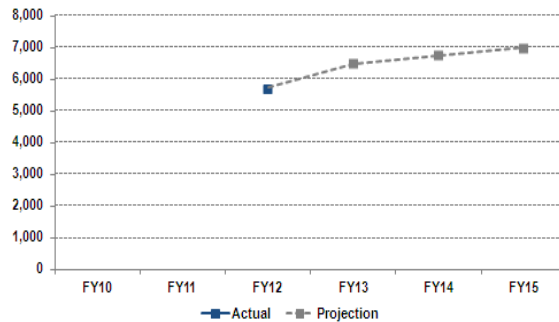
Montgomery County Department of General Services

FY2012 Performance and Accountability Report



Headline Measure 8: Fleet Maintenance and Operations: Mean Distance between Failure Transit Equipment (in miles)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	*	*	5,728			
Projection				6,500	6,750	7,000

*Current method of measurement introduced in FY12

Factors Contributing to Current Performance

- Adopted a new calculation method

Factors Restricting Performance Improvement

- Staff Shortages
- Lengthy staffing process
- Salary Competitiveness
- Aging of the fleet
- Maintenance Program Effectiveness

Performance Improvement Plan

The Division of Fleet Management Services adopted a new calculation method for mean distance between failure that is in line with WMATA's Transit Cooperative Research Program's [Guidebook for Developing Transit Performance Measures](#). This compatibility in measurements will provide the ability to compare progress and capitalize on the experiences and improvements of the other municipalities.

During FY12, the Division increased the emphasis on preventive maintenance and the accompanying productivity enhancements resulted in achieving the Federal Transit Administration 80% on time mark. This will continue to be a major focus item.

The new bus purchase coming in FY13 will help reduce maintenance costs as older buses requiring constant repairs will be eliminated. New buses should require less repairs and warranty will cover non maintenance items.

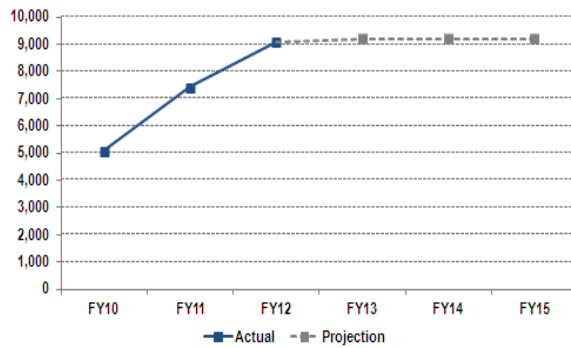


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 9: Fleet Maintenance and Operations: Mean Distance Between Failure Heavy Equipment (in miles)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	5,100	7,444	9,097			
Projection				9,200	9,200	9,200

Factors Contributing to Current Performance

- Improved reporting
- Mild winter

Factors Restricting Performance Improvement

- Staff Shortages
- Weather events
- Aging Fleet

Performance Improvement Plan

As heavy equipment replacements occur, the aging fleet will be disposed of and vehicles with increased reliability will be serving the County and its constituents.

Streamline and reevaluate the preventive maintenance program.

Attend military recruiting events to acquire candidates for open positions.

Focus on Preventive Maintenance Compliance

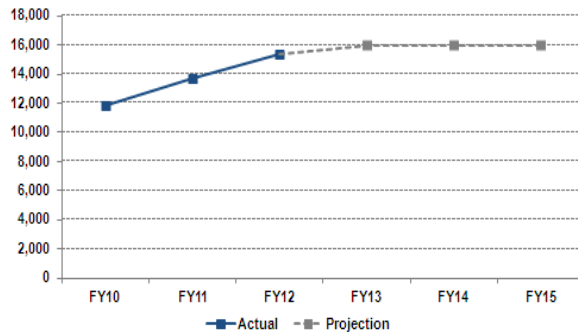


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 10: Fleet Maintenance and Operations: Mean Distance Between Failure Public Safety Light Equipment (in miles)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	11,833	13,696	15,407			
Projection				16,000	16,000	16,000

Factors Contributing to Current Performance

- Public Safety Replacement Vehicles

Factors Restricting Performance Improvement

- Weather events

Performance Improvement Plan

The Automotive Equipment Shop, in collaboration with the police, will construct a new Police video office at the Seven Locks facility to reduce downtime and improve efficiencies.

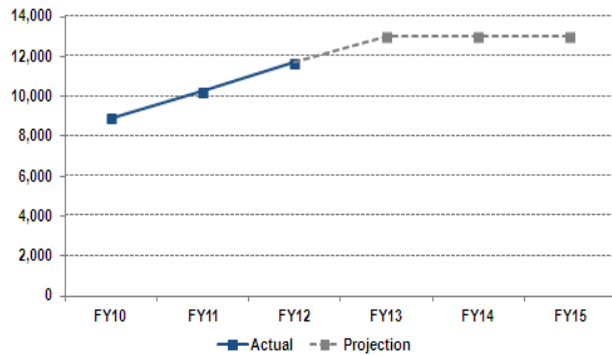


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 110: Fleet Maintenance and Operations: Mean Distance Between Failure Administrative Light Equipment (in miles)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	8,926	10,260	11,702			
Projection				13,000	13,000	13,000

Factors Contributing to Current Performance

- Increased Focus on Contract Monitoring

Factors Restricting Performance Improvement

- Aging Fleet
- Increasing maintenance costs

Performance Improvement Plan

Fleet Management will Increase the communication and data provided to the Departments to promote better informed decisions regarding the fleet size and composition

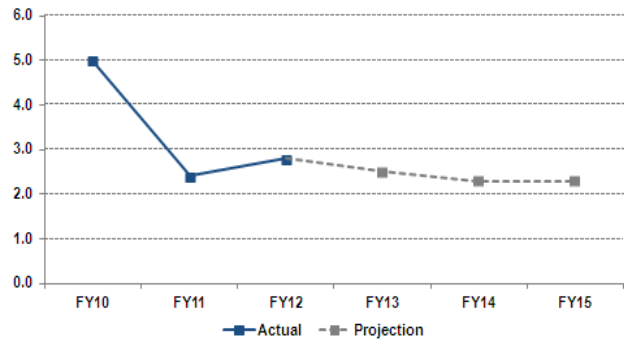


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 12: Fleet Maintenance and Operations: Turnaround Time, Average Amount of Time Equipment is Unavailable for Operations During Each Shop Visit – Transit Equipment (in days)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	5.0	2.4	2.8			
Projection				2.5	2.3	2.3

Factors Contributing to Current Performance

- Failures in one series of buses
- Buses were removed from service
- Bought and renovated thirty fifteen year old buses

Factors Restricting Performance Improvement

- Staff Shortages
- Lengthy staffing process
- Salary Competitiveness

Performance Improvement Plan

Ensure any expansion of the transit fleet includes the associated increases in mechanic positions, parts, fuel and maintenance and operations.



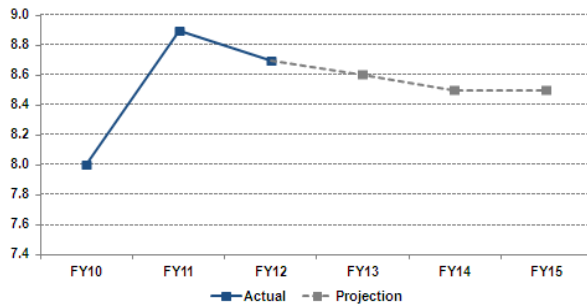
Montgomery County Department of General Services

FY2012 Performance and Accountability Report



Headline Measure 13: Fleet Maintenance and Operations: Turnaround Time, Average Amount of Time Equipment is Unavailable for Operations During Each Shop Visit – Heavy Equipment (in days)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	8.0	8.9	8.7			
Projection				8.6	8.5	8.5

Factors Contributing to Current Performance

- Mild winter
- No overlap between leafing season and snow season

Factors Restricting Performance Improvement

- Aging of the fleet
- Budget limitations

Performance Improvement Plan

The replacement of the aging fleet, particularly dump trucks, will reduce operational costs, vendor repairs and down time of equipment.

Streamline and reevaluate the preventive maintenance program to reduce maintenance costs, prioritize repairs and meet maintenance compliance standards while ensuring the useful and productive life of equipment.

Replace existing phones with phones that provide a push to talk feature compatible with Heavy Equipment's customers for enhanced communication especially during weather events.

Assign a Heavy Equipment Shop Superintendent to refocus resources and streamline operations to maximize efficiency.

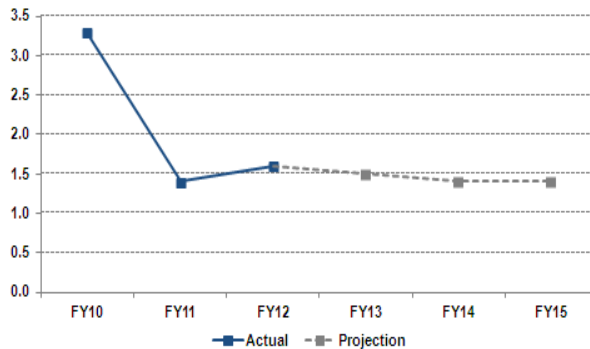


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 14: Fleet Maintenance and Operations: Turnaround Time, Average Amount of Time Equipment is Unavailable for Operations During Each Shop Visit – Public Safety Light Equipment (in days)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	3.3	1.4	1.6			
Projection				1.5	1.4	1.4

Factors Contributing to Current Performance

- Manufacturer recalls
- Service Campaigns

Factors Restricting Performance Improvement

- Increase in number of vehicles needed
- Aging of existing fleet

Performance Improvement Plan

The Automotive Equipment Shop with the cooperation of the Police will work to create a one stop shop providing the installation of radio, video, cage and gun rack for a complete package. This will improve the time required for preparing a new vehicle and provided cost efficiencies.

Expand focus on contract monitoring

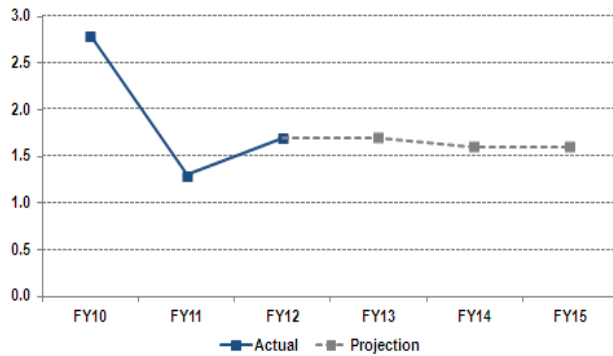


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 15: Fleet Maintenance and Operations: Turnaround Time, Average Amount of Time Equipment is Unavailable for Operations During Each Shop Visit – Administrative Light Equipment (in days)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	2.8	1.3	1.7			
Projection				1.7	1.6	1.6

Factors Contributing to Current Performance

- Aging of the administrative fleet
- Repair versus replace due to budget limitations
- Number of vehicles beyond their life expectancy

Factors Restricting Performance Improvement

- Aging of the fleet
- Evaluation time required for repair vs. dispose determination, usually 3 days
- Budget limitations
- Increased maintenance costs

Performance Improvement Plan

Implement the redefined fleet replacement criteria using age, mileage, maintenance, reliability, mission criticality and condition.

Implement the newly formulated class specification utilization and cost criteria and utilize the lifecycle cost models for each equipment class.

Place emphasis on the return of the Customer Satisfaction cards to identify areas needing attention.

Increase communication with the Fleet Coordinators and stress updates to fleet procedures and policies and provide training as needed.

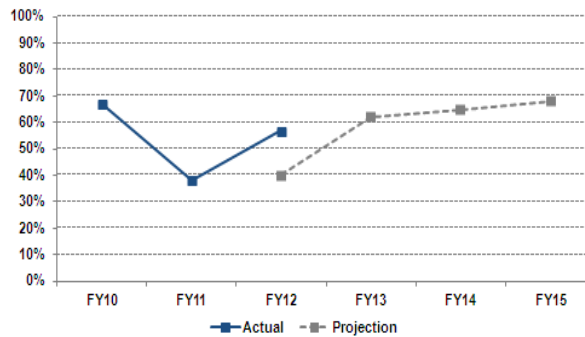


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 16: Building Design and Construction – Percent of Projects Meeting Initial Design Timeline

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	67%	38%	57%			
Projection			40%	62%	65%	68%

Factors Contributing to Current Performance

- Good project management kept several projects on schedule.
- Closer interaction with DPS lowered the time to issue permits.
- PM's are working with QC staff to expedite comments and shorten reviews.

Factors Restricting Performance Improvement

- Limits in CIP capacity caused delays in certain projects.
- Planning Board recommendations caused re-examination of certain projects.
- Issues with WSSC easements caused a delay in one project.

Performance Improvement Plan

It is almost impossible to control external influences. Design is where the projects are delayed. We will continue close interaction with DPS. We will continue with the REOI process as this both saves time and ensures quality. We will continue with astute management of the QC review process



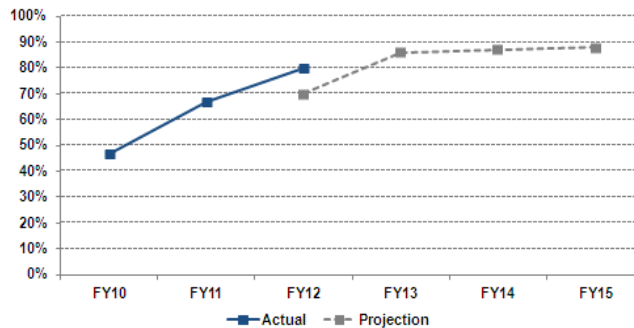
Montgomery County Department of General Services

FY2012 Performance and Accountability Report



Headline Measure 17: Building Design and Construction – Percent of Projects Meeting Initial Construction Timeline

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	47%	67%	80%			
Projection			70%	86%	87%	88%

Factors Contributing to Current Performance

- Rigorous quality control of design documents ensures less errors during construction-saves time
- The REOI process ensures high quality contractors
- Good A/E support during construction

Factors Restricting Performance Improvement

- SSTC will lower performance until it is completed
- Park and Planning caused delay in the abandonment of the Travilah FS easement.
- Public participation restricts progress.

Performance Improvement Plan

Complete the SSTC so we don't have to count it anymore. Our projects typically have a relatively low amount of change orders—this saves time and money—this is caused by having good design documents that are ensured by doing a rigorous Quality Control program which we will continue. We will continue to employ high quality contractors by implementing the REOI process.

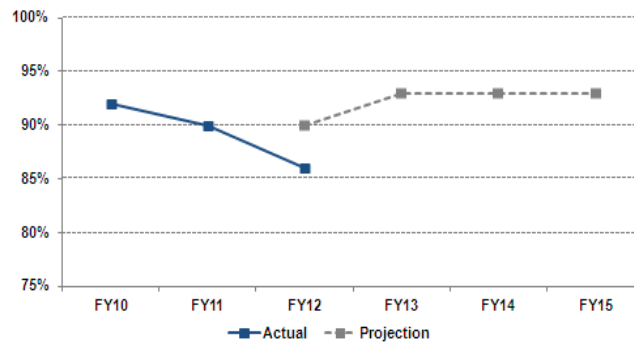


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 18: Building Design and Construction – Percent of Projects Meeting Initial Design Costs

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	92%	90%	86%			
Projection			90%	93%	93%	93%

Factors Contributing to Current Performance

- Changing the site of the Glenmont FS saved \$2M
- Using 3rd party Value Management has saved considerable amounts on several projects.
- Checking estimates has assured costs

Factors Restricting Performance Improvement

- Working with Parks on the Good Hope SPA issues caused a year delay
- Certain projects had an initial under-estimation of cost
- Regulatory constraints tend to raise the cost of projects.

Performance Improvement Plan

Value Management has made our projects better and saved a great deal of money. We will make the use of this process a Standard Operating Procedure. When projects are close to the CCAP, we will do a 3rd party estimate prior to initiating procurement. We will have a viable roster of Deduct Alternates that can be implemented. We will continue to perform competitive negotiations as necessary.

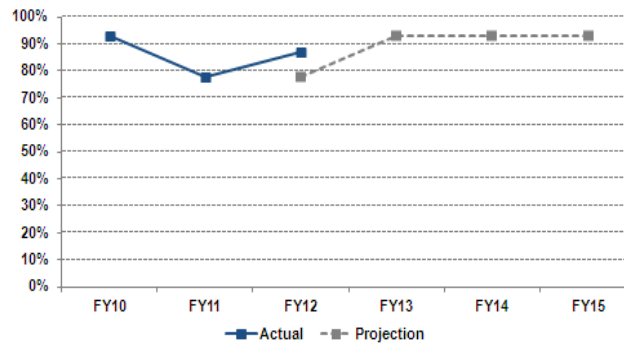


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 19: Building Design and Construction – Percent of Projects Meeting Initial Construction Costs

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	93%	78%	87%			
Projection			78%	93%	93%	93%

Factors Contributing to Current Performance

- Preparation of Deduct Alternates ensures cost compliance
- Good construction documents minimize cost increases
- Having good estimates minimizes change order costs

Factors Restricting Performance Improvement

- Preparation of Deduct Alternates ensures cost compliance
- Good construction documents minimize cost increases
- Having good estimates minimizes change order costs

Performance Improvement Plan

Projected score for 2013 is very high and difficult to improve. Continue with the REOI process. Continue with the factors contributing to current performance. Continue to focus on high quality documents. Continue to emphasize that cost control is important. Use of construction management firms will lower change order costs.

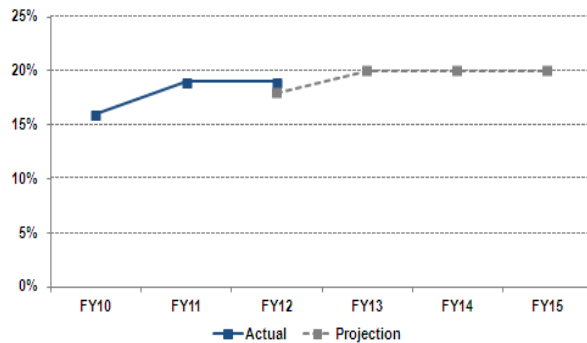


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 20: Business Relations and Compliance – MFD Percentage of Contract Dollars

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	16%	19%	19%			
Projection			18%	20%	20%	20%

Factors Contributing to Current Performance

- Monitor departments contracting for compliance
- Provide outreach and assistance to raise awareness and assist with compliance
- Actively recruit eligible vendors and match their skills with department needs.

Factors Restricting Performance Improvement

- Resistance from departments that see the MFD requirements as obstacles
- Economic conditions which limit staffing which in turn limits intervention strategies
- No established goal in the law/regulation makes it harder to require and enforce

Performance Improvement Plan

- IMPLEMENT Compliance Software PRISM to help keep track of prime-sub-contractor payments and performance
- CONDUCT new disparity study (by County Attorney's Office) to get an updated outlook on MBE/WBE status in the county
- Update MFD laws and regulations, based upon the findings from the disparity study
- Continue to improve office operation process by using technology (on-line forms, websites, workflow, tracking, etc.)
- Continue to improve reporting, with more details on Prime/Sub payments

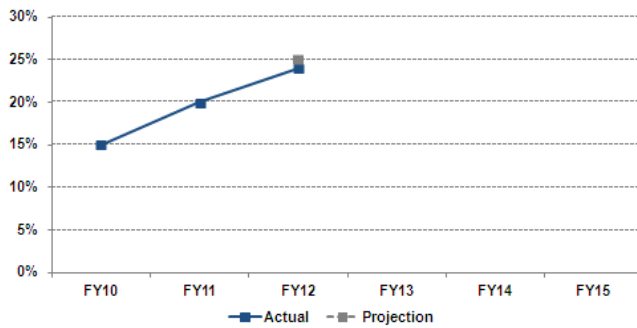


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 21: Business Relations and Compliance – Local Small Business Value of Contracts Awarded

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	15%	20%	24%			
Projection			25%			

Factors Contributing to Current Performance

- Increased awareness from the departments and the Local Small Businesses
- Increased training on the Program to the County users
- Detailed and open reporting system

Factors Restricting Performance Improvement

- Resistance from departments that see the MFD requirements as obstacles
- Ambiguous language in the regulation leaves interpretation and enforcement harder

Performance Improvement Plan

- Propose necessary updates in the regulation to eliminate ambiguity
- Continue to outreach to increase awareness of the program
- Continue to improve office operation process by using technology (on-line forms, websites, workflow, tracking, etc.)

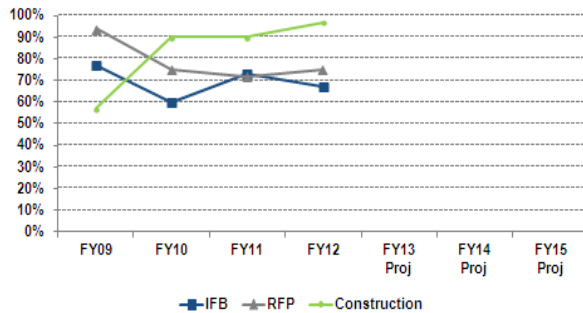


Montgomery County Department of General Services FY2012 Performance and Accountability Report



Headline Measure 22-24: Procurement – Percent of Procurements Meeting Agreed-Upon Timeline

Performance Trends



	FY09	FY10	FY11	FY12	FY13 Proj	FY14 Proj	FY15 Proj
IFB	77%	60%	73%	67%			
RFP	94%	75%	72%	75%			
Construction	57%	90%	90%	97%			

Factors Contributing to Current Performance

- Continued use of technology in speeding up processes and reducing duplication
- Continuation of CA Forums
- Increased reporting tools & tracking
- Adherence to regulations, policies and processes

Factors Restricting Performance Improvement

- Limited Career Ladder for Specialists resulting in turnover & vacancies
- Loss of historical knowledge/trained CAs
- Oracle/Vendor Database challenges
- Legislative requirements/compliance
- Protests, legal Issues, grant requirements

Performance Improvement Plan

Continuation of Contract Administrator (CA) Forums to develop knowledgeable CAs better versed in stages of the procurement process, regulatory requirements, and CA roles/responsibilities.

Develop Contract Review Committee (CRC) Checklist/Tips for CAs for improved submissions to CRCs and smoother processing of those actions.

Work with cross-departmental stakeholders including OHR and County Attorney to revamp five-day Contract Administrator Training and develop an overview with topic specific modules by department subject experts, managed through OHR.

Research and re-work classification update for specialist series in Procurement and propose changes for approval and implement revised series in Procurement for career ladder and succession planning.

Work with Finance to revisit MOU on vendor modifications in Oracle and collaborate on changes.



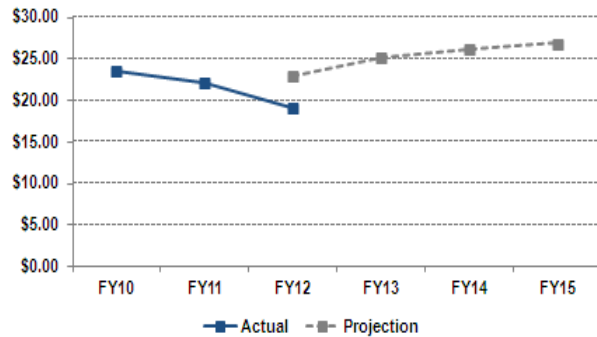
Montgomery County Department of General Services

FY2012 Performance and Accountability Report



Headline Measure 25: Real Estate – Average Amount Montgomery County Pays in Rent (dollars per square foot)

Performance Trends



	FY10	FY11	FY12	FY13	FY14	FY15
Actual	\$23.55	\$22.18	\$19.10			
Projection			\$22.93	\$25.14	\$26.17	\$26.95

Factors Contributing to Current Performance

- Taking advantage of depressed market for the past few years to renegotiate leases
- Negotiating skills which leverage landlord sense of stability for leases with County
- Presenting the County as a very desirable tenant
- Availability of suitable space in some desired locations

Factors Restricting Performance Improvement

- Shortage of available space in some desired locations
- Economic conditions such as rising market rates that encourage landlords to wait for better offer
- Which agency and the use being promulgated for the lease
- Shift to preferring environmentally friendly leases could cost more per square foot
- Leases must contain non-appropriation language, basically rendering every lease one year long.

Performance Improvement Plan

Continue to look for opportunities to consolidate out of leased spaces, reduce rates or reduce the size of the space we're occupying.

We're surveying agencies to identify who may be using more expensive office space as storage for items that could be housed in less expensive warehouse space. This could result in downsizing some offices spaces.



Montgomery County Department of General Services

FY2012 Performance and Accountability Report



Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

- a) *19% increase in average overtime hours used by all approved positions. (Source: Department provides and CountyStat validates)*
- b) *XX% increase/decrease in average Net Annual Work hours worked by all approved positions (Source: data/information not available yet)*

2) Internal Controls and Risk Management:

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations, policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

- a) *71% of 21 Audit report recommendations were fully implemented since issuance of the audit report (Source: Internal Audit will provide to CountyStat)*
- b) *FY12 shows an 8% increase in work related injuries. (from 62 in FY11 to 67 in FY12)*



Montgomery County Department of General Services FY2012 Performance and Accountability Report



3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

- a) *List all the key positions/functions in your department that require succession planning (Under Construction)*
- b) *XX% of those identified key position/functions have developed and implemented long-term succession planning (Source: Department) (Under Construction)*

4) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

XX% of employees have fulfilled mandatory County/State/Federal training requirements (Source: Department)



Montgomery County Department of General Services FY2012 Performance and Accountability Report



5) Workforce Diversity and MFD Procurement:

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

*Workforce Diversity: refer to or attach summary yearly report prepared by OHR
(Source: Department provides and CountyStat validates)*

	African Amer	Native Amer	White	Asian	Hispanic	Other
DGS	23%	0%	53%	11%	9%	4%

*MFD Procurement: refer to or attach summary yearly report prepared by DGS
(Source: Department provides and CountyStat validates) ([Link](#) to report)*

The Office of Business Relations and Compliance

- Expanded Central Vendor Registration System enrollment with the following outcomes:
 - 26% increase in MFD businesses from 410 to 517;
 - 12% increase in Local Small Businesses (LSBRP): from 932 to 1043
 - 20% increase in all vendors; from 11,157 to 13,909.
- Additionally MFD County contracting rose to 19.33% in FY12 from 18.82% in FY11,
- Local Small Business spending rose to 23.7% in FY12 from 20.3% in FY11.
- Contracts with LSBRP firms hit 38% in FY12, up from 36.5% in FY11.

Division of Central Services

- Participate in a Veteran's job fair to recruit for vacant positions
- Post recruitment ads in County Association publications to reach a diverse pool of applicants (LGBT, African-American, Asian, etc.)



Montgomery County Department of General Services

FY2012 Performance and Accountability Report



6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program.

(Source: Department)

Expected (or achieved) return on investment for each of those innovative ideas/projects, quantified in terms of at least one of the following measures: increased effectiveness/efficiency, cost savings/avoidance, increased transparency/accountability, or increased customer satisfaction.

(Source: Department)

DFMS - Fuel Management System - DFMS is currently overseeing implementation of a new Fuel Management System. This system will put into operation better tracking and reporting of fuel transactions while allowing all County agencies to use any County Government funded fuel site.

DFMS - Established a Business Plan based on 5 core goals, Strong Leadership, Innovative programs, Cost Effective and Efficient Operations, High Performing Teams, and Customer Satisfaction, realigned the organization to increase program efficiency, and developed a 6 year replacement and cost reduction strategy.

The Office of Procurement Implemented a new IT application (YODA): A no-cost workflow management system was designed for the Procurement homepage and implemented as a web-based solution that allows the Operations Sections to communicate and track contract lifecycle information using a customizable dashboard and provides communications and retrievable notices for renewal and expiration of contracts, and also plots contract milestones for electronic distribution. The DGS Office of Procurement received the FY 12 National Association of Counties Award (NACo) for the YODA Workflow Management System.

The Office of Business Relations and Compliance improved the OBRC automation system on the intranet to reduce paper work for the Contract Administrators. They additionally worked with the Office of Procurement to add functions in YODA to enhance the MFD process, and improved the automation functions on the LSBRP system so that all PO/DPOs are resolved automatically based on the ERP's contract table.

- Working with Procurement, Reviewing and remapping OBRC processes. Compiled business process improvement recommendations for various OBRC programs, including MFD, LSBRP, Living Wage and Prevailing Wage.
- Improved communications with department Contract Administrators. Worked with OHR and Procurement to add an OBRC module in the Contract Administrators training course.



Montgomery County Department of General Services

FY2012 Performance and Accountability Report



7) Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total \$\$ saved by through collaborations and partnerships with other departments (Under construction)

b) List your accomplishments and/or expected results (Source: Department)

Office of Business Relations and Compliance

Earned the MCCC 2012 Public Sector Chamber Partner of the Year Award. Recognized for work with the business community.

The office has also hosted or participated in the following outreach events:

- Nov 28, 2012 – Baltimore/Washington Region Government Procurement Fair
- Nov 8, 2012 – Demystifying The Bonding Process (DED)
- October 31, 2012 -- 21st Baltimore-Washington Region Government Procurement Fair
- October 17, 2012 -- Baltimore County's "Meet the Primes" Event
- October 3, 2012 -- Montgomery County / Associated Builders & Contractors, Inc Meeting
- July 25, 2012 -- OBRC outreach event 4 -- Silver Spring Library Prime/MFD vendor meet and greet
- May 3, 2012 -- 2012 Federal Procurement Conference
- April 24, 2012 -- OBRC outreach event 3 -- MC's MFD Program
- Mar 27, 2012 -- MFD Application Assistance Workshop
- Mar 16, 2012 -- OBRC outreach event 2 -- How to write a good proposal
- Feb 16, 2012 -- OBRC outreach event 1 -- MC's LSBRP Program

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Montgomery County Department of General Services FY2012 Performance and Accountability Report



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Office of Procurement

In addition to participating in events with the Office of Business Relations and Compliance, such as presenting “How To Write A Good Proposal” and Presenting as a panel member in the Federal Procurement Conference, the Office also presented the County’s Procurement Process at the May 2012, DED Small Business Mentorship meeting.

The Office of Procurement also hosted Contract Administrator Forums to continue the program goal of enriching and enhancing Contract Administrator knowledge and understanding of Contract Administration through discussions, lectures, problem-solving exercises, and practical interactive sessions and by offering practical day to day guidance on the most popular challenges facing departments:

- September 20, 2011 Scope and Specification Writing (Half Day)
- February 24, 2012 Introduction to Effective Contract Negotiation (Full Day)
- April 27, 2012 Sustainable Procurement: Your Green Toolkit (Half Day)

It also conducts or participates in cross-agency training with the Interagency Procurement Coordinating Committee (IPCC) through the CA Forums; participation from other County agencies.

Procurement also developed a Training Manual for Recreation Contract Administrators due to their severe staffing changes and resulting challenges and also conducted in-person training to its staff.

DFMS - Police is the largest customer of the Automotive Equipment Shop (AES) and by working together, they have driven many improvements:

- AES, in collaboration with the Police, will construct a new Police video office on site at the Seven Locks facility to reduce downtime and improve efficiencies.
- AES is working to include WiFi into the Seven Locks facility in the FY14 Fleet budget for the implementation of real time scanning with Police vehicles reducing downtime, vendor costs and improving customer satisfaction.
- The AES installation of radios in Police vehicles on site rather than moving vehicles back and forth to the radio shop improved prepping times and provided cost efficiencies. This is the beginning of a one stop shop with the cooperation of Police to be completed this fiscal year.
- AES prepped new Police vehicles including Charger, Interceptor sedan and Interceptor utility. The Interceptor utility demonstrates a new fleet vehicle with installation of radio, video, cage, and gun rack for a complete package.

DFMS – Worked with Transit and Highway to reroute bus traffic within Brookville Service Park. Resulting in less driving on the lot, decreased noise and exhaust emissions and increased pedestrian safety on the lot.



Montgomery County Department of General Services

FY2012 Performance and Accountability Report



8) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

- a) *52% decrease in print and mail expenditures (Source: CountyStat)*
- b) *21% decrease in paper purchases (measured in total sheets of paper) (Source: CountyStat)*
- c) *List your accomplishments and/or expected results (Source: Department)*

EOB/COB Garages Lighting Replacement & Upgrade Project:

- Replaced 685 energy inefficient HID lighting fixtures at two (2) major indoor garages of the County facilities with much more energy-efficient and long-lasting “Induction” light bulb fixtures. The replacement light bulbs have the rating of 100,000 hours (written manufacturer warranty of 10 years).
- The metrics of total savings are as follows:
 - Over \$71K in annual savings in electric utility cost corresponding to 556,195 KWH
 - Savings of 1,037,772 Lbs of CO₂
 - Savings of 4,746 Lbs of SO₂
 - Savings of 2,729 Lbs of NO_x
 - The above savings translate into 156 acres of trees planted per year and 87 cars removed from the road per year
 - The 100,000 hour light bulb life translates into \$42,353.80 in annual maintenance (replacement labor) costs

Total annual project savings (\$42,353.80 + \$71,005.00) = \$113,358.80

The Division of Building Design and Construction

- Works to ensure that all new county buildings meet LEED Silver Certification
- Continued work on ESCO Pilot Project—will save over \$200K/yr in energy costs

The Office of Procurement

- Member of State of MD strategic subcommittee on green purchasing working on legislative issues, communications, and information exchange/networking.
- Conducted Contract Administrator Forum on Green Purchasing.

DFMS Use of Alternative Fuels

- In FY12, 21% of the fleet’s fuel consumption was alternative fuels. DFMS reduced petroleum consumption by 4.9% and had a 4.4% reduction in Green House Gas (GHG) emissions.